

FD-302 (Rev. 1-25-60) 237 Use previous editions.

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BRIEF

The attached memorandum is responsive to questions raised by the Executive Director-Comptroller with the Deputy Director for Support concerning the Midcareer Executive Development Course.

It contains the assessments of the Office of The Director and the Directorates, acknowledging general agreement with the present content, duration, and frequency of the course, but expressing a diversity of opinion as to student selection criteria.

On balance, the Director of Training recommends retention of the present criteria and offers the opinion that more MEDC graduates have not advanced to GS-15 or higher executive levels due to a genuinely tight headroom situation prevailing throughout the Agency.

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DTR-0796

13 MAY 1968

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Midcareer Executive Development Course

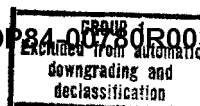
REFERENCES : a. Memo for DD/S, frm Ex. Dir.-Compt.,
dtd 27 Jan 68, same subject
b. Memo for DTR frm DD/S, dtd 31 Jan 68,
same subject
c. Memo for Ex. Dir.-Compt., (thru DD/S),
dtd 5 Feb 68, same subject
d. Memo for DTR, frm ADD/S, dtd 1 Mar 68,
same subject
e. Memo for ADD/S frm DTR, dtd 7 Mar 68,
same subject
f. Memo for ADD/S frm DTR, dtd 30 Apr 68,
same subject

1. This memorandum is for the information of the Deputy Director for Support.

2. The Directorates and Office of The Director have responded to my request for independent assessment of the Midcareer Executive Development Course with respect to duration, frequency, content, and student selection criteria. Copies of the responses appear under Tab A.

3. Duration: Agreement to continuing the course in a six-week context is unanimous.

4. Frequency: The DD/S, the DD/I, and the DD/P would not favor running the course less frequently than four times a year, nor would the DD/S&T unless his minimum requirement of 12 students per year could be accommodated by returning to three courses per year. The DD/P, in fact, proposes that consideration be given to running a fifth session "or arrangements be made to accommodate a minimum of four more CS officers per session under the present frequency" (the present DD/P quota is 14 officers per course). The O/DCI states that with its current course quota (1 student) its requirements would be met if the course were offered semi-annually.

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5. Content: Only the DD/P favors including the Advanced Management (Planning) Course in the MEDC, but would prefer its inclusion in the presently structured six-week course. Other Directorates would include the AM(P) in the individual's five-year Midcareer Program but not in the MED Course.

6. With respect to the factors thus far considered, we seem to have a consensus for retaining the present content, duration, and frequency of the MEDC, but some rather wide-ranging opinions as to how student selection criteria might be redefined.

7. My own analysis would lead me to conclude that we could continue to live with the present criteria. Despite varied interpretations, obviously conditioned by intra-Directorate realities, these criteria tend to allow for rational justification for the candidacy of an occasional GS-12 or GS-15, or even the S&T GS-16, as well as for an occasional candidate under age 35, or 30, along with the so-called "late bloomer" over 45.

8. As to promotion potential, there is general support for this criterion as now worded, but I discern the clear prospect of opposition to the rewording recommended by the ADD/S to strengthen this criterion by having it read "...who has the potential for promotion to GS-15 or higher and the expectation by the Head of the Career Service that he will, in fact, be promoted to that grade." There would be nothing, however, to stop the DD/S from interpreting this criterion in this light or, indeed, making mandatory within the Support Career Services that exceptions be "specifically justified and approved by the Deputy Director for Support."

9. On balance, and, again, I sense that we might be well advised to retain the present criteria for the time being and continue to take a hard look at the "exceptional" candidate--and at my personal level, now that the Training Selection Board is not certifying MEDC candidates. It would be my judgment that to introduce new age, grade, or promotability norms which would satisfy all consumers would make for either a hardened mold or an unwieldy framework of selectivity. I find flexibility in the present criteria and I think we need it.

10. Although the Midcareer Program per se was not suggested as an assessment target, I must draw your attention to the DD/I proposal to eliminate the five-year plans from the Midcareer Program concept.

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11. Further, with respect to the DD/P opting for inclusion of the Advanced Management (Planning) Course in a six-week MEDC, I would suggest that developments have overtaken this requirement in that we will be running the AM(P) monthly throughout Calendar Year 1969 and have given the Clandestine Services a liberal quota of student slots.

12. Since the DD/P and DD/I memoranda deal, although hopefully, with the question of our being able to increase their MEDC quotas, we must consider these requirements in some meaningful context. Quotas are now aligned as follow:

	<u>Quarterly</u>	<u>Annual</u>
DD/P	<div>25X9</div>	
DD/S		
DD/I		
DD/S		
O/DC		
1/		
2/		
3/		

13. The maximum student load we can accommodate in any one class is 34 and the requirement for 2 MEDC instructors accompanying each class on its domestic field exercise. Obviously, the above quotas (32) make allowances for 2 additional student or unforeseen contingency slots. We have used these non-committed slots to accommodate two recruiters in the current course; in an earlier course we accommodated a priority requirement of the DD/I; on occasion, we need a slot (Convair seat) to break in a new MEDC instructor.

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14. We don't have the instructor resources to run a fifth course each year, nor would I favor our doing so under any circumstances, for the reasons best put forth in the DD/S&T memorandum. Thus, barring unlikely acquisition of a larger aircraft, or discontinuing the domestic field exercise--a truly significant highlight of the MEDC--I can only assure the DD/P and the DD/I that I will allocate to them in some equitable manner any of the quota slots not used by the other two Directorates as well as the two non-committed slots when they are available. Alternatively, if you deem appropriate, you may wish to allocate outright to the DD/P one of the non-committed slots and let OTR control the other, with the view to accommodating the DD/I as best we can. I await your advice in this regard.

15. In his referent memorandum, the Executive Director-Comptroller assumed that the MEDC is being run only three times a year. As you know, we are now running the course quarterly. However, when the MEDC closes out the first five years of its history, with the seventeenth class scheduled for 21 July - 30 August 1969, it will have accommodated students at the rate of

25X9
25X9

16. Further, in addressing himself to other aspects of the MEDC, the Executive Director-Comptroller requested that you provide him some reasonable insight as to the grade composition of the classes in terms of the promotability factor. Prior to the course now in session, students had been enrolled by their Career Services at the grade levels set forth below:

25X9

	<u>GS-12</u>	<u>GS-13</u>	<u>GS-14</u>	<u>GS-15</u>	<u>Totals</u>
DD/P	<input type="text"/>				
DD/I					
DD/S					
DD/S&T					
O/DCI					
Totals					

25X9

- * Of this total nine are no longer identified as being with the Agency. Losses due to death include 2 GS-13 Support careerists, the late Messrs. of the Office of Security; DD/S&T losses due to resignation include GS-13s

25X1

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25X1

17. The promotion data pertaining to the above group are reflected below:

25X1

<u>Promotions</u>	<u>DD/S</u>	<u>DD/P</u>	<u>DD/S&T</u>	<u>DD/I</u>	<u>O/DCI</u>	<u>Totals</u>
GS-13 to GS-15	<div></div>					
GS-14 to GS-15						
GS-13 to GS-14						
GS-12 to GS-13						
Totals						

25X1

18. I'm not sure what the above promotion table proves as to the selection standards employed by the various Directorates with respect to the promotability factor. If anything, it stresses the headroom bind in which the Clandestine Services has found itself for sometime. The Over-all MEDC rate of promotion has been roughly 42%, while the DD/P has promoted 31.3% of his careerists, discounting losses; the DD/S&T, discounting losses, has promoted 47.7%, the DD/S, 45%, the DD/I, 43.1%, and the O/DCI, 31.3%.

19. Mindful of the question raised by the Executive Director-Comptroller as to whether or not "there are an increasing number of participants who would not appear to be headed for executive positions at the GS-15 level or above," the five-year record of the MEDC may tend to support his concern in that only 40, or approximately of the students have been promoted to GS-15. What would reinforce his point is that only of the GS-14s have been promoted to GS-15. On this score, however, certain of the Directorates acknowledge that their selection standards in the early stages of the Program were not as rigid as they might have been. They would plead, however, that the training was stimulating to the students concerned, and that these students themselves made significant contributions in the classmate sense. While it

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might be a useful exercise to tax each Directorate with the exercise of examining and explaining why its share of the [] GS-14s who have taken the MEDC have not been promoted to GS-15, I would venture the advice that you are too well acquainted with the facts of Agency staffing to suggest where GS-15 and above promotion headroom exists in any sizeable blocks.

25X9

20. What I should like to think of as an encouraging sign is that roughly half of the GS-13s have moved upward, taken the first step. This percentage conceivably would be higher were it not for the reason that headroom blockage also has set in at the GS-13 to GS-14 level in many areas of the Agency. I cannot fault the Directorates on their selection processes, from where we see the calibre of students who come to us for MEDC training. Practically all of them impress us as so-called "comers." From where the Directorates see them on the job, however, it goes without saying that they cannot afford to lower their selection standards--the MEDC is meant to provide an executive development experience; and from all reports it has held up its end of the bargain.

21. Measured against age and grade selection criteria, 35 to 45, and normally GS-13, the last five courses have averaged, in grade, 13.3, 13.1, 13.3, 13.4, and 13.2, and, in age, 40.8, 39.7, 40.3, 41.3, and 40.9. Wherein the Executive Director-Comptroller also asked for a tabulation of the current and recent classes by date of last promotion, I am going to have to ask that you assign this compilation to the Director of Personnel. Such a tabulation could indeed contain significant data, possibly deserving of being traced back to the beginning of the program.

/s/
John Richardson
John Richardson
Director of Training

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DTR-0372

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9 April 1968

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MEMORANDUM FOR : Director of Training

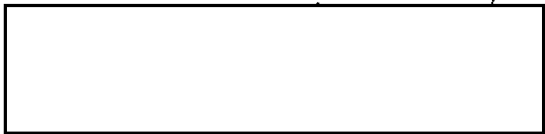
SUBJECT : Assessment of Midcareer Executive Development Course

In response to your request that the MEDC be assessed in terms of selectivity, frequency, content and duration, the following comments are submitted on these issues.

Selectivity. The original criteria for midcareer status as defined by regulation is still valid with one possible exception, i.e., the grade definition for a midcareerist. I believe that the grade limitation should be broadened to include GS-12 and GS-15. A GS-12 employee can and should be identified under the present criteria of a midcareerist. The same thinking applies, though admittedly to a limited degree, to the GS-15. There are certain conditions where a GS-15 with the potential for promotion to a higher level could be considered as being in a midcareer status. The criteria presently allows this degree of flexibility, as it states "a midcareerist is normally a GS-13.....", the key word being normally. The age criterion is in my opinion valid and should not be changed. The promotion criterion is of paramount importance and can not be emphasized too strongly. In the selection of a midcareerist, this criterion should always be evident in the minds of those identifying nominees to attend the MEDC.

Frequency. With the current course quota, I believe the O/DCI requirements would be met if the Course were offered semi-annually. This would definitely lend to the credence of the Course.

Content and Duration. The Advanced Planning and Management Course would be beneficial to the midcareerist. I prefer that it be offered as part of the Midcareer Program but not included in the Midcareer Course. Further, I believe that the MEDC should be limited to its present length of six weeks.


O/DCI Senior Training Officer

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